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T.R.A. DOCKET ROOM

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March 29, 2004

Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, TN 37243-0505

Dear Joe Werner:

Thank you for your letter requesting more information regarding our petition to designate 2-1-1 service for information & referral in Maury County. I have worked with Cheryl Hultman, Executive Director of First Call for Help in Murfreesboro, and Laura Truelove, Executive Director of The Family Center in Columbia, to provide answers to your six questions below.

1. *How will The Family Center in Maury County interact with the two call centers included with the Petition in Docket No. 03-00383?* Central offices in all 11 counties will be programmed to send 2-1-1 calls to the main call center, Crisis Center. Our call center equipment, Nortel Business Communication Manager, will route calls based on originating location, day of week, time of day, and availability of agent. Calls originating in Rutherford or Cannon County, Monday – Friday, 8 – 5, will be sent to First Call for Help in Murfreesboro. Calls originating in Maury County, Monday – Friday, 8 – 5, will be sent to The Family Center in Columbia. BellSouth will install a frame relay network between the three call centers. Agents in Murfreesboro and Columbia will use USB headsets and soft phones on their computers. Calls sent to these agents will be VOIP. If all agents are busy at either location, operators at Crisis Center will take the call. Nights and weekend call volume will be answered by Crisis Center. All agents, regardless of location, will use Resource House software to search for resources and document the call. The resource database (which lists agencies in our calling area) and the client database (which contains information about caller needs and demographics) will both reside

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at Crisis Center. First Call for Help and The Family Center will access the database through the frame relay. All sites will have the ability to add and change resources over the frame relay. The Family Center will be responsible for resources in Maury County because they are closer to the agencies and can provide better data. First Call for Help will be responsible for resources in Rutherford and Cannon Counties. Crisis Center will maintain data on agencies in the other eight counties.

2. *What are the responsibilities of the Crisis Center? What number/numbers are used to reach the Crisis Center now?* Current numbers to the Crisis Center include 269-HELP (4357) for the helpline, 244-7444 for the crisis line, and 298-3359 for the office line. Responsibilities:

- a. Complete entry of resources from 22 counties into Resource House software. Keep the database updated according to AIRS and National 2-1-1 Standards. Post database and updates to Internet daily.
- b. Hire and train a Call Center Manager, Resource Coordinator, Resource Specialist, and Information & Referral (I&R) Specialists.
- c. Schedule I&R Specialists and appropriate leadership to answer 80% of the 2-1-1 calls in 20 seconds or less as measured in half-hour intervals. I&R Specialists will be available 24/7/365. Spanish speaking I&R Specialists will be available during the peak hours of Monday – Friday, 8 AM – 6 PM.
- d. Answer calls 24/7/365 from Davidson, Williamson, Sumner, Wilson, Robertson, Cheatham, Dickson, and Trousdale Counties. Answer night/weekend calls from Rutherford and Cannon. Answer Maury County after-hours calls if funding is secured. Expand coverage to include the 22 database counties (see section 1.1) and additional counties in Middle Tennessee as funding is secured. Answer after-hours calls from other 2-1-1's in Tennessee for statewide 2-1-1 system as funding is secured.
- e. Arrange for adequate trunk lines into the Crisis Center (CIC) building so that blockage does not exceed 3% during normal business practices. Normal business practices include call volume spikes equal to twice the



anticipated call volume. If call volume should spike to three times the anticipated call volume, blockage should not exceed 10%.

- f. Record and monitor at least 1% of the incoming calls for quality assurance. Attempt to follow up with at least 1% of the callers to verify their needs were met by the referral. Develop detailed follow-up questionnaire for objective measurement of I&R Specialist, resources referred, and 2-1-1 in general. Volunteers may be used for client follow-up. I&R Specialists should also strive to be caring and considerate.
- g. Produce reports on call type, referrals, gaps, and standard call center statistics at the request of the Advisory Committee or UWMN.
- h. Develop operating policies and procedures in accordance with AIRS accreditation standards by end of 12th month after Activation Date. Operate according to AIRS accreditation standards by end of 24th month after Activation Date. Achieve AIRS accreditation by end of 36th month after Activation Date and maintain accreditation. If CIC makes all necessary efforts to obtain AIRS accreditation by the 36th month but AIRS holds up the process due to problems not foreseeable to CIC, the Advisory Committee will meet to adjust the 36th month deadline. Arrange certification testing for all I&R Specialists within six months of hire. Provide training for I&R Specialists at all call centers in the 22 county area so that consistent levels of service exist at all centers.
- i. Allow tours of the 2-1-1 facility with at least one week notice from Advisory Committee or UWMN.
- j. Assign speakers for Advisory Committee or UWMN fundraising events related to 2-1-1.
- k. Work with public relations and advertising firms chosen by the Advisory Committee to develop marketing campaigns.
- l. Maintain the 2-1-1 client database for Middle Tennessee. Client information is confidential and the Advisory Committee must approve any sharing of this information.
- m. I&R Specialists will obtain and record information on caller's needs, including needs discovered when probing

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for root causes. Leadership should create processes that allow average call length of 4.5 minutes and wrap-up of .5 minutes.

- n. Leadership will program call center software to minimize the impact of phantom calls but will limit Interactive Voice Response to periods of extremely high call volume.
- o. Resource staff will maintain relationships with community resources and research/add new resources as they become available.
- p. CIC will collaborate with other 2-1-1 call centers in Tennessee and provide after-hours and weekend support to other 2-1-1's in Tennessee provided that adequate funding is secured.
- q. CIC will develop a disaster plan to provide 2-1-1 Services in the event of a local or regional disaster. Such plans should include additional staffing for increased call volume and remote agent capabilities if weather keeps workers from reaching CIC.

3. *Who will ultimately be responsible for all 2-1-1 calls being answered?* In our current model, each call center will be responsible for answering certain calls. If disaster were to strike any center, we would reroute calls to the other centers. If any center were to become financially insolvent, the calls would be answered by the other two centers. Crisis Center has been in operation since 1968 and has never closed, not even for an hour. If both satellite call centers were to close, Crisis Center would answer 2-1-1 calls from the entire 11-county area.

4. *Who will provide ongoing funding for The Family Center? (from Laura Truelove, Executive Director)* The Family Center currently receives funding from local city and county governments and United Way of Maury County. I expect these sources of funding to continue in the future. The State of Tennessee funds The Family Center through the Department of Children's Services (CAP funding) which should also continue in the future. The Family Center has several fundraisers throughout the year that are supported by our community. We also have wonderful partnerships with the Columbia Lions Club, the Columbia Exchange Club and Junior Auxiliary of Columbia. These groups always step in and help when our agency is in need. Maury County businesses will also be

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a target for on-going funding. I am currently working with several businesses to set up corporate sponsorships. I will also look to the Churches in our community. We have established a wonderful partnership with many of the churches here due to our Good Samaritan Program. I believe they will also step forward to help us continue with our mission. I must also mention that I, like any other non-profit Director, am always on the lookout for new funding, whether through grants or foundations.

5. Please provide a statement of the funding for each call center.

a. Crisis Center (provided by Doug Fluegel)

United Ways	\$ 210,950
Corporate Sponsors	\$ 125,000
Local Foundations	\$ 35,000
Metro Health (Bioterrorism)	\$ 50,000
Federal (Food Stamp Outreach)	\$ 50,000
Revenue Generation	\$ 29,000
Total Income	\$ 499,950

b. First Call for Help (Provided by Cheryl Hultman)

Income	
TN Dept. of Health	\$ 93,800
City of Murfreesboro	\$ 4,500
Rutherford County	\$ 2,500
Town of Smyrna	\$ 2,500
City of La Vergne	\$ 1,500
UW Designations to FCFH	\$ 650
TOTAL INCOME	\$ 105,450

c. The Family Center (Provided by Laura Truelove)

United Way of Maury County	\$ 20,000
City of Columbia	\$ 2,000
Maury County	\$ 2,000
TN Dept of Health	\$ 50,000
Corporate Sponsors	\$ 10,000
Total	\$ 84,000

d. Combined

Total Funding	\$ 689,400
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6. Please provide a statement which includes the cost of operation of all three call centers and how and when each will get additional funding when needed.

- a. Crisis Center (Doug Fluegel). Note: These costs are those related to running the 2-1-1 call center at Crisis Center. United Way will also spend money on marketing, agency capacity, and the 2-1-1 Director's salary.

Salaries	\$ 206,041
Benefits	\$ 45,104
Subtotal	\$ 251,145
Indirect	\$ 49,000
Phone	\$ 21,000
Translation	\$ 10,000
Database	\$ 12,350
Office	\$ 18,200
Travel	\$ 7,250
Subtotal	\$ 117,800
Total	\$ 368,945

- b. First Call for Help (Cheryl Hultman)

Salaries	\$ 71,013
Benefits (29.8%)	\$ 21,161
Subtotal Personnel	\$ 92,174
Prof Fees/Grants & Awards	\$ 2,000
Travel/Conferences Meetings	\$ 706
Indirect	\$ 10,570
Sub-total	\$ 13,276
TOTAL EXPENSES	\$ 105,450

- c. The Family Center (Laura Truelove)

Salaries	\$ 55,000
Overhead	\$ 10,000
Equipment	\$ 6,000
Phone	\$ 7,500
Supplies	\$ 1,500
Training	\$ 1,000
Mileage	\$ 1,000
PR	\$ 2,000
	\$ 84,000



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d. Combined

Total Expenses	\$ 558,395
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Thank you for your consideration and please call me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Fluegel".

Doug Fluegel
2-1-1 Project Manager
United Way of Metropolitan Nashville
615-780-2430

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